



Plean Straitéiseach 2018-2020 Strategic Plan 2018-2020



Údarás na Gaeltachta

CLÁR

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Ráiteas Misin

Pobal agus geilleagar fuinniúil, rathúil, inbhuanaithe Gaeltachta a fhorbairt agus an Ghaeilge mar príomhtheanga phobail na Gaeltachta a neartú agus a bhuanú le go mbeidh an Ghaeltacht mar réigiún den scoth ar chaighdeán domhanda.

Fís

Pobal inbhuanaithe Gaeltachta a chothú ina mbeidh an Ghaeilge mar príomhtheanga, le heacnamaíocht láidir ag baint úsáid inbhuanaithe as na hacmhainní go léir a bheidh ar fáil agus le caighdeán maireachtáil den chéad scoth.

Mission Statement

To develop a vibrant, successful and sustainable Gaeltacht community and economy, and thus strengthen and maintain the use of Irish as the main language of the Gaeltacht community so that the Gaeltacht is a region of excellence on a global level.

Vision

That the Gaeltacht will be a viable and sustainable community in which Irish is the predominant language with a vibrant economy making best use of all of its resources and with access to an excellent quality of life.





Réamhrá

Ag teacht le bunaidhm an Stáit agus an Rialtais, is í príomhaidhm straitéis Údarás na Gaeltachta ná pobal bisiúil Gaeltachta, sainithe ag teanga agus cultúr, a bhuanú, a neartú agus a fhorbairt. Is straitéis chomhtháite forbartha an sprioc atá romhainn lena chinntiú go mbeidh gach uile ghné d'obair an Údaráis ag cur le sealbhú agus le buanú na Gaeilge mar phríomhtheanga sa Ghaeltacht.

Leagann Acht na Gaeltachta, 2012 amach ról ar leith don Údarás i bhfeidhmiú na Straitéise 20 Bliain don Ghaeilge 2010-2030 sa Ghaeltacht agus dearbhaíonn sé ról an Údaráis i bhforbairt gheilleagrach na Gaeltachta.

Tá Údarás na Gaeltachta ag cruthú fostaíochta sa Ghaeltacht le beagnach 40 bliain agus ag tacú le forbairt theangeolaíoch, gheilleagrach, phobail agus shóisialta na Gaeltachta. Tá beagnach 8,000 duine fostaithe anois i gcomhlachtaí a fhaigheann tacaíocht ón Údarás, agus os cionn 7,300 acu i bhfostaíocht lánaimseartha.

Tá freagrachtaí agus dualgais straitéiseacha ar Údarás na Gaeltachta i leith na Gaeltachta. Tá an tÚdarás in áit uathúil le ról ceannaireachta a ghlacadh i bhforbairt agus i leathnú na Gaeilge mar theanga phobail agus

Introduction

In accordance with the primary aim of the State and the Government, the principal strategic aim of Údarás na Gaeltachta is to maintain, strengthen and develop a thriving Gaeltacht community that is defined by language and culture. We aim therefore to elaborate an integrated development strategy, thus ensuring that all aspects of the work of Údarás na Gaeltachta contributes to the acquisition and maintenance of the Irish language as the principal language of the Gaeltacht.

The Gaeltacht Act, 2012 sets out the specific role of An tÚdarás in the implementation of the 20-Year Strategy for the Irish Language 2010-2030 in the Gaeltacht and confirms the role of An tÚdarás in the economic development of the Gaeltacht.

For nearly 40 years, Údarás na Gaeltachta has been creating employment in the Gaeltacht and supporting the linguistic, economic, community and social development of the Gaeltacht. There are nearly 8,000 people employed in companies supported by An tÚdarás, with over 7,300 of these in full-time employment.

Údarás na Gaeltachta has a duty and a strategic responsibility to the Gaeltacht. The organisation is in a unique position to take a leading role



i bhforbairt chomhtháite gheilleagrach, shóisialta agus chultúrtha na Gaeltachta.

Thar thréimhse an phlean dheiridh 2014-2017, bhain an tÚdarás amach na príomhspríocanna seo a leanas a bhí mar bhunchloch na straitéise sin:

- Cuireadh tús le feidhmiú Straitéis 20 Bliain don Ghaeilge agus leis an bpróiseas pleanála teanga mar a bhí leagtha síos in Acht na Gaeltachta, 2012;
- Rinneadh anailís ar bhunlíne na gcainteoirí Gaeilge;
- Leanadh de mhaoiniú agus tacaíocht a chur ar fáil do bheagnach 100 grúpa pobail, na ceanneagraíochtaí, na comharchumainn agus coistí pobail deonacha ina measc;
- Ag deireadh 2017, bhí 1,000 páiste faoi chúig bliana d'aois cláraithe agus ag fáil

luathoideachais go hiomlán trí Ghaeilge le tacaíocht an Údaráis;

- Bhí ocht n-ionad cúraim leanaí scaipthe ar fud na Gaeltachta a raibh seirbhís go hiomlán trí Ghaeilge á cur ar fáil iontu;
- Tógadh agus osclaíodh Ionad Cultúrtha an Phiarsaigh mar cheann de Mheabhrúcháin Bhuana an Rialtais sa chlár Éire 2016: Clár Comórtha Céad Bliain;
- Ceadaíodh os cionn 2,000 post thar thréimhse an phlean dheiridh;
- Chruthaigh ár gcliantchomhlachtaí thart ar 2,500 post nua sna ceithre bliana chéanna;
- Tugadh cabhair dár gcliantchomhlachtaí leibhéil a n-easpórtála a ardú agus os cionn 60% dá ndíolachán á easpórtáil anois.

in the development and expansion of Irish as a community language and in the integrated economic, social and cultural development of the Gaeltacht.

Over the period of the last plan 2014–2017, an tÚdarás achieved the following key objectives, which were set out as the cornerstone of that strategy:

- Implementation of the 20-Year Strategy for the Irish Language commenced, as did the language planning process as set out in the Gaeltacht Act 2012;
- Baseline analysis of Irish speakers was carried out;
- Provision of funding and support was continued in the case of nearly 100 community groups, including lead organisations, cooperatives and voluntary community committees;
- At the end of 2017, with support from

An tÚdarás, some 1,000 children under the age of five were registered with the agency and receiving early education entirely through Irish;

- Eight childcare centres throughout the Gaeltacht were providing a service entirely through Irish;
- Ionad Cultúrtha an Phiarsaigh was built and opened as one of the Government's Permanent Reminders for the Ireland 2016 Centenary Programme;
- Over 2,000 jobs were approved over the lifetime of the last plan;
- Our client companies created approximately 2,500 new jobs in the same period;
- Our client companies were provided with support to increase exports and over 60% of their sales now account as exports.

An Ghaeltacht — An Staid Reatha

Is údarás uathúil réigiúnach é Údarás na Gaeltachta a bhfuil réimse leathan gníomhaíochtaí forbartha idir lámha aige. Tá beartas agus cur chuige nua ag teastáil le tabhairt go fuinniúil faoi chosaint agus faoi fhorbairt na Gaeilge sna ceantair phleanála teanga, le fostaíocht a chruthú agus le bonneagar geilleagrach, sóisialta agus cultúrtha comhaimseartha a fhorbairt ar bhonn comhtháite sa Ghaeltacht. Tá Údarás na Gaeltachta tiomanta geilleagar Gaeltachta atá bríomhar, rathúil agus inbhuanaithe a fhorbairt, ar an mbealach sin ag treisiú na Gaeilge mar phríomhtheanga an phobail sa Ghaeltacht. Tá gníomhaíochtaí an Údaráis dírithe go príomha ar an timpeallacht theangeolaíoch, shóisialta agus geilleagrach mar atá léirithe thall.

An Ghaeilge mar Theanga an Phobail

Tá todhchaí na teanga mar theanga an phobail sa Ghaeltacht faoi bhrú agus tá sé seo le feiceáil i dtorthaí Dhaonáireamh 2016. Is de bharr cúinsí inmheánacha agus seachtracha atá laghdú tagtha ar líon na gcainteoirí Gaeilge sa Ghaeltacht.

Le blianta beaga anuas, tá brú breise tagtha ar an nGaeilge mar theanga phobail de bharr an méadú suntasach atá tagtha ar líon na



ndaoine nach cainteoirí Gaeilge iad atá ag bogadh chun na Gaeltachta, agus an líon cainteoirí Gaeilge atá ag bogadh as an nGaeltacht go dtí na cathracha agus thar lear ar thóir oibre. Tuigtear go forleathan go gcuireann athruithe mar seo brú ar an méid Gaeilge atá in úsáid sna gréasáin shóisialta sa phobal.

Lena chois sin, tá an comhdhéanamh teangeolaíoch i roinnt ceantar Gaeltachta athraithe ó bhonn mar gheall ar an áit ina bhfuil siad lonnaithe. Tá siad ina mbruachbhailte de bharr a gcóngarach do cheantair uirbeacha atá ag fás go tréan. De bharr easpa tithíochta tá

The Gaeltacht – Current Situation

Údarás na Gaeltachta is a unique regional development authority, which undertakes a wide range of development activities. A new kind of approach is required for the protection and development of the Irish language in the language planning areas, for the creation of employment, and the development on an integrated basis of a modern economic, social and cultural infrastructure in the Gaeltacht. Údarás na Gaeltachta is committed to the development of a vibrant, successful, sustainable Gaeltacht economy, thereby bolstering the position of the Irish language as the predominant Gaeltacht community language. An tÚdarás' activities are focused primarily on the linguistic, social and economic environment as set out over.

Irish as a Community Language

The results of the 2016 Census indicate that the future of Irish as the Gaeltacht community language is under pressure. The decline in the number of Irish speakers has occurred as a result of both internal and external pressures.

Studies have suggested that, in recent years, the Irish language has

come under additional pressure as a community language from the significant increase in the number of non-Irish-language speakers moving to the Gaeltacht, and the number of Irish speakers moving from the Gaeltacht to urban areas and abroad in search of work. It is widely understood that such changes put pressure on the levels of Irish language use within social networks in the community.

Moreover, the linguistic composition of some Gaeltacht areas has changed fundamentally because of their location. Many are becoming more suburban due to their proximity to developing urban areas. As a



Randox Teoranta, An Clochán Liath

daoine ó na ceantair thearcfhorbartha ag bogadh i dtreo na gceantar forbartha ar thóir fostaíochta agus áit chónaithe. Tá ceantair eile Ghaeltachta faoi bhrú de bharr a dtarraingteacht mar ionaid thurasóireachta, agus líon mór daoine nach bhfuil Gaeilge acu ina gcónaí iontu go sealadach nó go buan.

I gceantair nach bhfuil céatadán suntasach den phobal páirteach i ngréasáin shóisialta ina labhraítear Gaeilge, is minic go mbíonn labhairt na Gaeilge teoranta do na haoisghrúpaí is sine agus/nó do lucht na n-institiúidí oideachais amháin. I roinnt de na pobail is laige ó thaobh na teanga de, tá an t-aon ghréasán labhartha Gaeilge atá fágtha bunaithe ar an oideachas bunscoile.

Geilleagar na Gaeltachta

De réir taighde a rinneadh ar thionchar geilleagrach an Údaráis sa Ghaeltacht, tá aschur geilleagrach de luach €1.7 billiún á sholáthar ag cliantchomhlachtaí an Údaráis sa Ghaeltacht. Déanann cliantchomhlachtaí an Údaráis caiteachas iomlán de bheagnach €900 milliún in Éirinn. Is léir ó na táscairí geilleagracha seo a leanas go bhfuil luach á fháil ag an Stát as an infheistíocht atá á déanamh ag an Údarás sa Ghaeltacht (Indecon 2014, DJEI 2016).

result of a lack of housing, people from underdeveloped areas are moving closer to more economically developed areas in search of employment and a place to live. Other Gaeltacht areas are under pressure because of their appeal as popular tourism destinations, and, as a consequence, a large number of people living there temporarily or permanently who may not speak Irish.

In areas where a large section of the community is not part of the social network in which the Irish language is spoken, Irish speaking is confined to the older age groups and/or those in the educational system. In some of the communities where the language is weakest, the only Irish-speaking network remaining is based around primary education.

Gaeltacht Economy

Research carried out on the economic impact of An tÚdarás in the Gaeltacht shows that Údarás na Gaeltachta's client companies deliver an economic output of €1.7 billion. Údarás client companies' expenditure has a total national economic impact of nearly €900 million. It is clear from the following economic indicators that the State is deriving value from Údarás' investment in the Gaeltacht (Indecon 2014, DJEI 2016).

7,500

Tá 7,500 duine fostaithe go lánaimseartha i gcliantchomhlachtaí an Údaráis a bhfuil díolachán de luach €844 milliún acu

€502m

Cuireann cliantchomhlachtaí an Údaráis €502 milliún i ndíolacháin le geilleagar na hÉireann de bharr gníomhaíochtaí easpórtála. Is ionann sin agus 60% den aschur iomlán

€318m

Cuireann cliantchomhlachtaí an Údaráis os cionn €318 milliún i dtéarmaí breisluacha iomlána le geilleagar na hÉireann;

€77m

Cuireann cliantchomhlachtaí Údarás na Gaeltachta suas le €77 milliún cáin leis an Státchiste go bliantúil;

€425m

Caitheann cliantchomhlachtaí Údarás na Gaeltachta €425 milliún go díreach i ngeilleagar na hÉireann ar phárolla, ar sheirbhísí agus ar ábhar ó fhoinsí Éireannacha.

7,500

Some 7,500 people are employed full time in Údarás client companies which generate sales of €844 million;

€502m

Údarás client companies contribute €502 million in sales to the Irish economy from export activity, which approximates to 60% of total output;

€318m

Údarás client companies contribute over €318 million in added value to the Irish economy;

€77m

Údarás client companies contribute up to €77 million in taxes to the exchequer annually;

€425m

Údarás client companies contribute €425 million to the Irish economy in the form of direct expenditure through payroll, services and Irish-sourced materials.

Tá sé soiléir go bhfuil tionchar láidir geilleagrach ag gníomhaíochtaí an Údaráis ar an nGaeltacht mar thoradh ar an bhfócas earnálach, mar thoradh ar scála na gcomhlachtaí a gcuirtear tacaíocht ar fáil dóibh agus mar thoradh ar an gcomhoibriú dlúth atá idir an eagraíocht agus an pobal.

Infheistíocht sa Gaeltacht

In ainneoin feabhsuithe le blianta beaga anuas, tá bonneagar fisiciúil agus bonneagar leathanbhanda, i go leor ceantair Ghaeltachta go háirithe, fós easnamhach, rud a fhágann go bhfuil dúshlán mór ann chun fiontraíthe dúchasacha agus tionscnóirí seachtracha a mhealladh lena gcuid infheistíochta agus a gcuid gnóthaí a lonnú sa Gaeltacht. Cuireann na heasnaimh seo isteach freisin ar chaighdeán saoil an phobail agus ar a rochtain ar sheirbhísí. Tá gá chomh maith le hinfeistíocht shuntasach a dhéanamh i bhfoirgnimh an Údaráis mar go bhfuil céatadán áirithe acu le hathchóiriú agus le cur in oiriúint do riachtanais fiontraíthe an lae inniu.

Is sna ceantair uirbeacha is mó atá infheistíocht ar siúl i gcliantchomhlachtaí seirbhíse intrádála idirnáisiúnta eolasbhunaithe agus is beag ceantar Gaeltachta ná tuaithe atá ábalta dul in iomaíocht



Saoil faoi Shráid

le láithreacha den chineál sin mar gheall ar na heasnaimh sa bhonneagar fisiciúil agus Teileachumarsáide atá sna ceantair Ghaeltachta chéanna. Cé go bhfuil sé soiléir go bhfuil an tír ag teacht slán ón lagtrá gheilleagrach a bhí ann le deich mbliana anuas, is ábhar imní é do lucht na fiontraíochta go bhfuil cúngú á dhéanamh ar sheirbhísí gnó agus poiblí i go leor ceantar tuaithe. Tá feabhas mór tagtha ar chaighdeán agus ar fháil na mbonneagar Teileachumarsáide le cúpla bliain anuas i gceantair áirithe, ach fós féin tá gá ar leith le soláthar bonneagair snáthoptaice ar ardluas agus ar chostas réasúnta mar atá ar fáil i

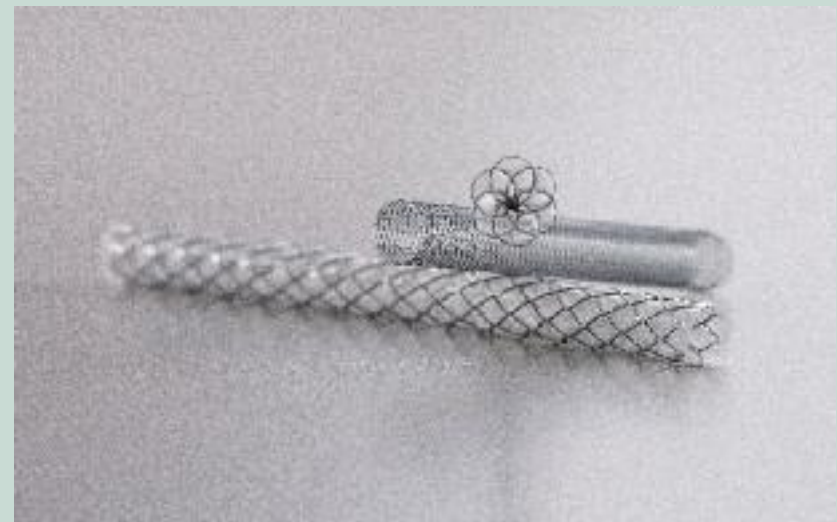
It is clear that the activities of An tÚdarás have a strong economic impact on the Gaeltacht as a result of its sectoral focus, the scale of the companies it supports, and the close cooperation between the organisation and the community.

Investment in the Gaeltacht

Despite improvements in recent years, the physical and broadband infrastructure, particularly in many Gaeltacht areas, is still insufficient, resulting in a significant challenge in attracting indigenous entrepreneurs and inward investors willing to fund and set up their businesses in the Gaeltacht. These deficiencies also impact on the community's quality of life and access to services. There is an additional need for significant investment in Údarás buildings, as a proportion of these require renovation in order that they may be appropriate for today's entrepreneurs.

Investment in international knowledge-based traded services client companies is mainly in urban areas, and few Gaeltacht or rural areas are capable of competing with such locations due to deficiencies in the physical and telecommunications infrastructure in the Gaeltacht. Despite strong indications that the country is recovering from the

economic pressures of the past decade, it is a source of some concern to those in enterprise that businesses and public services are contracting in many rural areas. The quality and availability of telecommunications infrastructure has improved in certain areas in the last few years, but there is still a need for the provision of a high-speed fibre-optic infrastructure at a reasonable cost throughout the Gaeltacht, as is



Proxy Biomedical (Julia Dumin)

láithreacha uirbeacha. Tá sé seo riachtanach le fiontair a bhunú nó a choinneáil go háitiúil nó lena mealladh chun na Gaeltachta.

Tá deis den scoth ag na ceantair Ghaeltachta le tógáil ar an mbunsraith fhiontraíochta atá cothaithe iontu le blianta anuas. Tá deiseanna ann chomh maith chun an saibhreas acmhainní nádúrtha atá in sna ceantair Ghaeltachta éagsúla a fhorbairt, ina measc seo tá an turasóireacht, acmhainní mara, fuinneamh inathnuaite agus acmhainní cultúrtha. Tá aird faoi leith ar fhorbairt acmhainní daonna na Gaeltachta agus beidh béim á chur ar fhorbairt scileanna ag gach leibhéal. Beifear, chomh maith, ag tarraingt ar scileanna a d'fhág an ceantar a mhealladh ar ais trí teagmháil a dhéanamh agus a chothú le diaspóra na Gaeltachta. Tá deiseanna nua ann chomh maith, maidir le réimsí an chianoibrithe gur féidir a chur chun cinn sna ceantair tuaithe Ghaeltachta.

Na hOileáin

Beidh féidearthachtaí na n-oileán á meas agus tosaíochtaí straitéiseacha á gcur chun cinn i gcomhar le pobal na n-oileán sna réimsí cultúrtha, sóisialta agus eacnamaíochta. Beifear ag tabhairt faoin obair seo i gcomhthéacs na ndúshlán agus na ndeiseanna ar leith a bhaineann leis na hoileáin.

available in urban locations. This is necessary if enterprises are to set up and remain in the locality or be attracted to the Gaeltacht.

The Gaeltacht regions have a wonderful opportunity to build on the enterprise foundation which has been laid in these areas over the years. There are also opportunities to develop the wealth of natural resources in the various Gaeltacht regions, which include tourism, marine resources, renewable energy and cultural resources. Particular attention has been paid to the development of the Gaeltacht's human resources and an emphasis has been placed on the development of skills at all levels. We will also draw upon enticing the skills which have left the area by making and nurturing contact with the Gaeltacht diaspora. There are also new opportunities in relation to remote working which can be promoted in rural Gaeltachta areas.

The Islands

Potential development for the islands will be assessed and strategic priorities in the cultural, social and economic areas will be progressed through cooperation with the local communities. This work will be undertaken within the context of the particular opportunities and challenges that are a feature of island life.

TIONSCNAIMH STRAITÉISEACH: gteic – Gréasán Digiteach na Gaeltachta

Beidh ról fíorthábhachtach i straitéis na heagraíochta ag **gteic – Gréasán Digiteach** na Gaeltachta a bheidh ag soláthar 30 aonad nuálaíochta le ceangal leathanbhanda ardluais a thabharfaidh deis do chomhlachtaí nua teicneolaíochta tosú amach nó lonnú sna ceantair tuaithe a chuimsíonn na Gaeltachtaí. Tabharfaidh na forbairtí seo deis do phobal na Gaeltachta filleadh uirthi nó fanacht ina gceantar féin trí dheiseanna cianoibre ag deasca sealaíochta, spásanna oibre comhionaid agus oifigí sna moil chéanna. Tacóidh sé seo le cúrsaí pobail agus teanga sna ceantair Ghaeltachta agus tá ina ngné

lárnach do chúrsaí forbartha réigiúnacha agus tuaithe. Cuirfidh na moil ar chumas daoine coincheap gnó a fhorbairt agus beidh fáil acu ar chomhairle agus meantóireacht. Beidh na príomhaonaid á bhforbairt ag an Údarás féin agus beidh aonaid eile a bheidh á bhforbairt i gcomhair le pobail, eagraíochtaí pobail agus páirtithe leasmhara eile. Tá straitéis á chur i dtoll a chéile i gcomhair le Comhar na nOileán agus na hÚdarás Áitiúla chun Moil Dhigiteacha/ Nuálaíochta a fhorbairt ar 7 oileán Gaeltachta agus 6 oileán Galltachta chun tacú le inmharthanacht na n-oileán amach ón gcósta.



STRATEGIC PROJECTS: gteic – Gaeltacht Digital Network

Gteic – Gréasán Digiteach na Gaeltachta will have an important role in the organisation's strategy and will provide 30 innovation units with highspeed broadband connectivity giving new technology companies an opportunity to establish or locate themselves in the rural areas which encompass the Gaeltacht. These developments will give the Gaeltacht community an opportunity to return to or live in their home area by providing remote working opportunities at hot desks, co-working spaces or offices at these hubs. It will facilitate people who wish to

develop a business concept and will provide access to mentoring and support also. The primary hubs will be developed by An tÚdarás and others will be developed in conjunction with the community, community organisations and interested parties. A strategy is being developed in conjunction with Comhar na nOileán and Local Authorities to develop Digital/Innovation hubs on 7 Gaeltacht and 6 non-Gaeltacht islands to ensure the viability of these offshore islands.



Dúshlán Forbartha Teanga

Mar atá ráite thuas, tá ról ar leith leagtha síos don Údarás in Acht na Gaeltachta, 2012 maidir le cur i bhfeidhm na Straitéise 20 Bliain don Ghaeilge 2010-2030. Beidh an tÚdarás ag obair go dlúth le pobal na Gaeltachta chun pleananna cuimsitheacha teanga a chur le chéile ar mhaithe le líon na gcainteoirí Gaeilge sa Ghaeltacht a mhéadú. Is dúshlán é seo, ní hamháin don Údarás agus do phobal na Gaeltachta, ach don Stát agus don státchóras trí chéile.

Tá sprioc leagtha síos faoin Straitéis 20 Bliain don Ghaeilge 2010-2030 go ndéanfaí líon na gcainteoirí gníomhacha Gaeilge sa Ghaeltacht a ardú 25%. Tá an tÚdarás ag tabhairt faoin sprioc seo i gcomhar leis na pobail éagsúla tríd an bpróiseas pleanála teanga agus na pleananna teanga áitiúla.

Is dúshlán mór é inniu clann a thógáil le Gaeilge sa Ghaeltacht leis an mbrú ar fad atá ar an teanga ón mBéarla. Teastaíonn tacaíocht agus cúnaimh ó thuismitheoirí Gaeltachta lena gcuid leanaí a thógáil le Gaeilge. Ní mór an tacaíocht seo a chur ar fáil ar bhealaí cruthaitheacha nuálaíocha a bheidh feiliúnach do gach aoisghrúpa agus a chinnteoidh go dtabharfar an teanga ar aghaidh ó ghlúin go glúin.

Is iad déagóirí agus daoine óga an lae inniu na thuismitheoirí a bheidh



Challenges to Linguistic Development

As mentioned above, the Gaeltacht Act, 2012 sets out the specific role of An tÚdarás in the implementation of the 20-Year Strategy for the Irish Language 2010-2030. An tÚdarás will work in close cooperation with the Gaeltacht community to prepare comprehensive language plans to increase the number of Irish speakers in the Gaeltacht. This is a challenge, not only for An tÚdarás and the Gaeltacht community, but also for the State in general.

The 20-Year Strategy for the Irish Language 2010-2030 has set out the objective of increasing the number of people in the Gaeltacht who actively speak Irish by 25%. An tÚdarás is seeking to realise this objective in cooperation with the various communities through the language planning process and local language plans.

It is a particular challenge in today's world to raise a family through Irish in the Gaeltacht, given the pressure on the language from English. Gaeltacht parents, therefore, need support and help to raise their children through Irish. This support must be provided in creative and innovative ways, which are suitable for each age group and which will ensure the intergenerational transmission of the language.

ann faoi dheireadh na Straitéise 20 Bliain don Ghaeilge. Tá dúshlán ar leith ag baint leis an nglúin óg a choinneáil ag labhairt na Gaeilge ina gciorcál sóisialta féin agus caithfear aghaidh a thabhairt air seo go fuinniúil agus breathnú ar bhealaí a bhaineann úsáid as modhanna nuaimseartha lena chinntiú go mbeidh na daoine óga seo sásta, ní hamháin an teanga a labhairt, ach a gcuid páistí féin a thógáil le Gaeilge amach anseo.

Na Dúshlán Forbartha Gheilleagracha

Tá meath suntasach tagtha ar ghníomhaíochtaí geilleagracha agus ar dheiseanna fostaíochta i réimse leathan earnálacha. Faoi láthair, teastaíonn earnáil fiontraíochta atá cruthaitheach, ina bhfuil fócas faoi leith ar an réimse nuálaíoch agus a bhfuil an cumas aici a bheith iomaíoch go hidirnáisiúnta. Ós rud é nach féidir brath a thuilleadh ar dhéantúsaíocht thraidisiúnta chun na riachtanais fhostaíochta a chomhlíonadh, caithfidh straitéis fiontraíochta an Údaráis leanúint le díriú ar chomhlachtaí nuálaíochta agus forbairt-bhunaithe agus an cumas fiontraíochta a bhaineann le hearnálacha acmhainn-bhunaithe a spreagadh agus a chothú.

Tá iomaíocht idirnáisiúnta d'infheistíocht shoghluaiste ag géarú agus

Many of today's teenagers and young people will be parents at the end of the 20-Year Strategy for the Irish Language. It is particularly challenging to motivate the younger generation to speak Irish in their social circles. This must be robustly undertaken and modern approaches must be considered to ensure that young people are happy, not only to speak Irish together and in other contexts, but also to raise their own children through Irish in the future.

Challenges to Economic Development

There has been a significant decline in economic activity and employment opportunities in a wide range of sectors. At present a creative enterprise sector is needed in which there is a particular focus on innovation and on the capability to compete internationally. Since traditional manufacturing can no longer satisfy job creation requirements, the enterprise strategy of An tÚdarás must continue to focus on attracting innovative and development-based companies, and on encouraging the enterprise capability of resource-based indigenous sectors.

International competition for mobile investment is intensifying and much of the competitive advantage enjoyed by Ireland in established

TIONSCNAIMH STRAITÉISEACH: Páirc na Mara

Tá forbairt tograí fuinnimh in-athnuaite, acmhainní nádúrtha agus frontair atá bunaithe ar acmhainní nádúrtha lárnach i straitéis na heagraíochta. Déanfar **Páirc na Mara**, páirc nuálaíochta muirí íseal-charbóin nuaimseartha a fhorbairt ar láthair tuairim is 45 míle siar ó Chathair na Gaillimhe. I gcomhairle le páirtithe straitéiseacha cuirfear pleananna i dtoll a chéile ar bhun comhoibriú, a chuirfidh ar chumas Údarás na Gaeltachta páirc nuálaíochta muirí chomhaimseartha a fhorbairt, chun fás san earnáil a chur chun cinn agus chun fás eacnamaíoch agus fostaíochta sa gceantar a

chumasú. Samhlaítear go mbeidh forbairt Pháirc na Mara ina chumasóir tábhachtach i leith forbairt an tionscail mhuirí ina iomláine, ní amháin i gceantar Chonamara Láir ach ar leibhéal réigiúnach agus ar leibhéal náisiúnta freisin. Cuimseoidh an tsaoráid gníomhaíochtaí éagsúla de chuid an réimse mhuirí agus beidh frontair de chuid na hearnála táirgiúla, comhlachtaí poiblí, gníomhaireachta forbartha stáit agus an pobail taighde ag comhoibriú lena chéile inti d'fhonn breisluach a chur lena dtáirgí agus lena seirbhísí agus d'fhonn uasmhéadú a dhéanamh ar chumas forbraíochta na hearnála muirí sa réigiún.



STRATEGIC PROJECTS: Páirc na Mara

The development of projects based on renewable energy, natural resources and enterprises focused on natural resources is central to the organisation's strategy. **Páirc na Mara** will be developed as a state of the art, low carbon marine innovation park, located on a greenfield site on the southern edge of the Conamara Gaeltacht approximately 45 miles west of Galway City. In consultation with key strategic partners plans will be formulated on a collaborative basis that will enable Údarás na Gaeltachta to develop a modern marine innovation park to drive the growth of the sector

and enable economic and employment growth in the area. It is envisaged that the development of Páirc na Mara will be an important enabler for the development of the marine industry as a whole, not only in the Conamara Láir area but on a regional and national level also. The facility will encompass a variety of marine related activities, where productive sector enterprises, public bodies, state development agencies and the research community will work together to add value to their products and services and to maximise the development potential of the marine sector in the region.



Johnny Lynch – feirmeoir agus táirgeoir cáise, Cill na Martra

beidh go leor den bhuntáiste iomaíoch a bhíodh ag Éirinn sna margáí seanbhunaithe ag meath mar gheall ar an mBreatimeacht agus ar pholasaithe trádála domhanda eile.

De bharr na gcúinsí seo, leagann straitéis fiontraíochta an Údarás níos mó béime ar bhunú agus ar fhorbairt comhlachtaí le hardchumas agus ardphoitínseal agus ar chumasú comhlachtaí dúchasacha chun leibhéil easpórtála níos airde a bhaint amach.

Mar eagraíocht forbartha, déanfaimid comhoibriú le heagrais Stáit, le tionscail agus le margáí chun fiontair Ghaeltachta a nascadh le deiseanna trádála ar mhaithe le hinfheistíocht a fhorbairt. Oibreoidh muid le fás geilleagrach a spreagadh trí dhreasachtaí a chur ar fáil do thionscail, d'fhiontair agus d'fhiontraithe aonair. Leanfaidh muid orainn ag cothú timpeallachta a chuireann tacaíocht ar fáil ar mhaithe le forbairt gheilleagrach agus chultúrtha trí ghréasáin agus comhpháirtíochtaí comhoibrithe le geallsealbhóirí eile.

Na Dúshláin don Eagraíocht

Tá athrú suntasach tagtha ar an gcomhthéacs forbartha ina bhfuil An tÚdarás ag feidhmiú ann. Tá an ghné is suntasaí den athrú le feiceáil i réimse na Pleanála Teanga agus i réimse na Nuálaíochta agus Fiontraíochta.

markets could be compromised by Brexit and other international trade policies.

Under these conditions, An tÚdarás' enterprise strategy will place increased emphasis on establishing and developing high-potential companies and enabling indigenous companies to achieve higher export levels.

As a development organisation, we will collaborate with other State organisations, industries and markets to connect Gaeltacht businesses with trade opportunities in order to increase investment. We will foster economic growth by providing incentives to industries, enterprises and individual entrepreneurs. We will continue to provide a supportive environment for sustainable economic and cultural development through networks and partnerships with other stakeholders.

Challenges for the Organisation

The development context within which An tÚdarás operates has changed significantly. The most salient aspect of this change is in the area of Language Planning and in Innovation and Enterprise. This has implications on all the resources available for the overall business of the organisation.

Tá impleachtaí foirne ag baint leis seo agus tá tionchar aige sin ar na hacmhainní uile atá ar fáil do ghnó iomlán na heagraíochta.

Thug an t-atheagar foirne atá curtha i gcrích deis don eagraíocht athbhreithniú a dhéanamh ar an réimse saineolais agus sainscileanna atá ar fáil laistigh den Údarás agus iomlánú nó forbairt a dhéanamh ar na hacmhainní daonna dá réir.

Aithnítear go bhfuil taithí nach beag ag an bhfoireann ar réimse leathan gníomhaíochtaí forbartha geilleagraí, sóisialta agus teanga agus go bhfuil sé de chumas agus de mhisneach acu tabhairt faoin ré nua atá romhainn.

Timpeallacht Oibriúcháin

Mar atá ráite thuas tá ról agus comhdhéanamh an Údarais leagtha síos in Acht na Gaeltachta, 2012. Dearbhaíonn an tAcht seo ról an Údarais i leith forbairt teanga, chultúir, shóisialta, fhisiciúil agus eacnamaíoch na Gaeltachta agus tugann sé ról ar leith don Údarás i gcur i bhfeidhm na Straitéise 20 Bliain don Ghaeilge sa Ghaeltacht.

Tá athruithe suntasacha tagtha ar thimpeallacht oibriúcháin na heagraíochta le blianta beaga anuas maidir le forbairt infheistíochta, buiséadú agus bainistíocht. I dtreo dheireadh 2016, cuireadh struchtúr bainistíochta nua i bhfeidhm: atheagar suntasach ar an struchtúr a bhí

Staff restructuring has provided an opportunity for the organisation to review the range of expertise and specialised skills available in-house and to integrate and develop human resources accordingly.

It is well recognised that our staff have considerable experience of a wide range of economic, social and linguistic development activities and that they have the capability and determination to face the new challenges ahead.

Operating Environment

The role and composition of An tÚdarás is set out in the Gaeltacht Act, 2012 as mentioned previously. This act confirms the role of An tÚdarás in the linguistic, cultural, social, physical and economic development of the Gaeltacht and confers on the authority a specific role in relation to the implementation of the 20-Year Strategy for the Irish Language 2010–2030 in the Gaeltacht.

The organisation's operating environment has changed significantly in recent years in relation to the development of investment, budgeting and management. Towards the end of 2016, a new management structure was implemented, significantly re-organising the structure that

TIONSCNAIMH STRAITÉISEACH: Branda na Gaeltachta

Is éard atá i mBranda na Gaeltachta ná stampa aitheantais do gach rud a thionscnaítear sa nGaeltacht agus beidh mar léiriú físiúil ar an mbeocht, fiontraíocht, saibhreas cultúrtha, oidhreacht agus teanga uathúil atá sna réigiúin Ghaeltachta.

Is táirge ar leith, táirge den chéad scoth ar chaighdeán domhanda é Gaeltacht na hÉireann. Tá an táirge seo bunaithe ar theanga, ar chultúr, ar dhaoine agus ar acmhainní na Gaeltachta. Is féidir an táirge seo a úsáid mar acmhainn chun an Ghaeltacht, agus gach gné de shaol na Gaeltachta a chur chun cinn ar mhaithe le buanú phobal na Gaeltachta.

Forbrófar an branda chun gur féidir an úsáid is fearr a bhaint as an 'táirge' Gaeltachta seo agus an poitéinseal is fearr a bhaint amach don réigiún ó thaobh forbairt acmhainní, cruthú fostaíochta agus infheistíocht shoghluaiste a mhealladh.

Beidh comhlachtaí agus eagraíochtaí ar mian leo an stampa formheasa seo a úsáid in ann é a chur ar a gcuid seirbhísí nó a dtáirgí lena chur in iúl dá gcuid custaiméirí go bhfuil na táirgí á ndéanamh sa nGaeltacht, ag lucht saothair Gaeltachta agus ag tacú le geilleagar na Gaeltachta agus na gceantar máguaird.



STRATEGIC PROJECTS: Gaeltacht Brand

Branda na Gaeltachta will act as a stamp of approval for everything that originates in the Gaeltacht and will be a visual representation of the vibrancy, enterprise, cultural richness and unique language and heritage of the Gaeltacht regions. Ireland's Gaeltacht is a unique product, a first class product of a global standard.

This product is based on the Gaeltacht's language, culture, people and resources. This product can be used as a resource to promote the Gaeltacht and all aspects of Gaeltacht life so as to advance the Gaeltacht community. The

brand will be established to gain the best possible advantage from this Gaeltacht 'product' and to achieve the best possible potential for the region in terms of the development of resources and employment, and to attract mobile investment.

Companies and organisations who wish to avail of this brand on their services and products will indicate to customers that the products are being made in the Gaeltacht, by a Gaeltacht workforce thus enhancing the Gaeltacht and surrounding areas' economy.

i bhfeidhm le breis agus scór bliain. Bunaíodh rannóg faoi leith le díriú ar an bpleanáil teanga lena chinntiú go mbeadh cur chuige comhtháite á chur chun cinn maidir le caomhnú agus neartú na Gaeilge. Cabhróidh an struchtúr nua seo linn ár straitéis a chur i bhfeidhm go héifeachtach ar mhaithe le forbairt na Gaeltachta agus na daoine atá ag maireachtáil inti.

Ról na Teicneolaíochta

Beidh an Straitéis Teicneolaíochta, atá i bhfeidhm ó lár 2016, ina ghné lárnach den athstruchtúrú. Tá ról na teicneolaíochta sa timpeallacht oibre ag athrú go tréan le blianta beaga anuas. Mar eagraíocht, leanfar go fuinniúil le tógáil ar úsáid na n-ardán digiteach lena chinntiú go bhfuil an leas is fearr á bhaint astu chun seirbhís agus uirlis tacaíochta den scoth a sholáthar dár bhfoireann, don phobal Gaeltachta, dár gcliaint agus do gheallsealbhóirí eile. Ina theannta sin, tá sé níos tábhachtaí ná riamh go mbeadh rochtain shásúil ar leathanbhanda d'ardchaighdeán ar fáil sa Ghaeltacht chun freastal ar na riachtanais gheilleagracha agus shóisialta atá cruthaithe ag an ré dhigiteach.

Bhí agus beidh tionchar ag reachtaíocht agus polasaithe ag leibhéal náisiúnta agus idirnáisiúnta ar fhorbairt na straitéise, sa réimse fiontraíochta go háirithe, agus ar a cur i bhfeidhm. Leanfaidh straitéis an



Údaráis ag díriú ar mhealladh agus ar fhorbairt comhlachtaí idirnáisiúnta agus dúchasacha agus ar theacht i dtír ar an gcumas fiontraíochta atá in earnálacha atá bunaithe ar acmhainní nádúrtha. Leagfar béim inár straitéis freisin ar leibhéal níos airde fiontraíochta agus easpórtála a spreagadh, agus ar bhunú agus ar fhás comhlachtaí dúchasacha nuálaíochta ardchumais.

had been in operation for over twenty years. A new department was established to focus specifically on language planning, to ensure an integrated approach is taken regarding the preservation and strengthening of the Irish language. This new structure will help us to effectively implement our strategy for the development of the Gaeltacht and the people living there.

Role of Technology

Central to this restructuring, and hand in hand with the implementation of the strategy, will be the Technology Strategy, which has been in place since the middle of 2016. The role of technology in the work environment has been continuously changing in recent years. As an organisation, we will actively increase the usage of digital platforms to ensure that they can be exploited to provide a first-class service and support tool for our staff, for the Gaeltacht community and for other stakeholders. Additionally, it is now more than ever critically important that high-quality broadband is available in the Gaeltacht to serve the economic and social requirements created by the digital era.

National and international legislation and policies have had and will continue to have an impact on the development of the strategy,

particularly in the area of enterprise, and on its implementation. The strategy of An tÚdarás will continue to focus on attracting and developing international and indigenous companies and on capitalising on the enterprise capability in sectors based on natural resources. Our strategy will also focus on promoting higher levels of enterprise and exports, and on establishing and growing indigenous innovative high-potential companies.

The Programme for Government provides insight and direction on Government policies in support of a wide range of activities specific to the work of an tÚdarás, including employment creation and the Irish language. We have also taken cognisance of the Programme for Government and the various Government policies and strategies, including the Statement of Strategy of the Department of Culture, Heritage and the Gaeltacht, the Action Plan for Rural Development (APRD) and the National Action Plans for Jobs (RAPJ & APJ); in planning, Ireland 2040 – Our Plan, and natural resources and food, Food Wise 2025 and Our Ocean Wealth. There will also be a particular emphasis on the objectives outlined in the National Digital Strategy and in Ireland's Transition to a Low Carbon Energy Future. Various training and education policies will be relevant, e.g. Action Plan to Expand Apprenticeship and

Tugann an Clár Rialtais léargas ar, agus treoir do, pholasaithe an Rialtais i dtaca le réimse leathan ábhar atá sonrach d'obair an Údaráis, ar a n-áirítear cúrsaí fostaíochta agus an Ghaeilge. Táimid tar éis aitheantas a thabhairt do Chlár an Rialtais agus do pholasaithe agus straitéisí éagsúla an Rialtais, ina measc Ráiteas Straitéise na Roinne Cultúir, Oidhreacht agus Gaeltachta, an Plean Gníomhaíochta um Fhorbairt Tuaithe (PGT) agus na Pleananna Gníomhaíochta Náisiúnta do Phoist (RAPJ & APJ); maidir le planáil tá Éire 2040 – Ár bPlean, agus i gcomhthéacs acmhainní nádúrtha agus beatha tá Food Wise 2025 agus Saibhreas ár Aigéan. Cuirfear béim faoi leith freisin ar an sprioc atá sa Straitéis Dhigiteach Náisiúnta agus Éire ag dul i dtreo an Fhuinnimh Ísealcharbóin. Beidh tábhacht le polasaithe éagsúla oiliúna agus oideachais, m.sh. Action Plan to Expand Apprenticeship and Traineeship in Ireland 2016–2020 agus na polasaithe oideachais a bheidh á gcur i bhfeidhm sa chóras scoile chun tacú le feidhmiú na Straitéise 20 Bliain don Ghaeilge (2010-2030) go príomha.

Déanfaidh An tÚdarás polasaithe reatha agus nua-fhorbartha an Rialtais a chur i bhfeidhm le cuidiú linn ár gcláir agus ár scéimeanna atá iomaíoch, freagrach, éifeachtach agus oiriúnach a chur ar fáil do phobal na Gaeltachta agus dár gcliaint.

Traineeship in Ireland 2016–2020, and in particular the education policies to be implemented in the school system in support of the 20-Year Strategy for the Irish Language (2010-2030).

An tÚdarás will implement current and newly developed Government policies to enable us to provide the Gaeltacht community and our clients with programmes and schemes that are competitive, responsible, effective and appropriate.



TIONSCNAIMH STRAITÉISEACH: Diaspóra na Gaeltachta

Beidh togra **Diaspóra na Gaeltachta** ag súil le pobal na Gaeltachta atá ar imirce thar lear nó atá scaipthe ar fud na tíre a mhealladh ar ais chun na Gaeltachta, le tacú leis na pobail bhríomhara teanga agus cultúir a chothú. Táthar ag súil gur féidir ceangal leanúnach a dhéanamh leis an bpobal náisiúnta agus domhanda seo chun na deiseanna fostaíochta, maireachtála, sóisialta, teanga agus

cultúir atá ar fáil sna ceantair Ghaeltachta a chur ar a súile dóibh chomh maith le gach eolas, comhairle agus tacaíocht gur féidir a chur ar fáil dóibh ar an rogha aistriú abhaile.

Tá an ceangal a dhéantar agus a chothaítear leis an diaspóra Gaeltachta tábhachtach chun an Ghaeltacht a chur chun cinn mar réigiún atá spreagúil agus nuálaíoch chun cónaí agus oibriú inti.



STRATEGIC PROJECTS: Gaeltacht Diaspora

The **Diaspóra na Gaeltachta** project will endeavor to encourage the emigrant Gaeltacht community abroad or in Ireland to return home to the Gaeltacht, their families and communities and, thereby, bolster the Irish language as a community language in those areas. It is hoped that a continual connection can be established with this national and international community in order to make them

aware of the employment, living, social, language and cultural opportunities available in the Gaeltacht areas and provide any information, advice and support they may need when choosing to return home.

The connection that is established and maintained with the Gaeltacht diaspora is important to promote the Gaeltacht as a region which is inspiring and innovative to live and work in.

Dearcadh i dtreo 2020

Tá dhá théama uileghabhálacha sa phlean seo: An Ghaeilge agus Nuálaíocht agus Fiontraíocht. Tá na téamaí seo i gcroílár na straitéise atá tiomanta dár *raison d'être*, is é sin pobal agus geilleagar fuinniúil, rathúil, inbhuanaithe Gaeltachta a fhorbairt agus trí sin áit na Gaeilge mar phríomhtheanga phobail na Gaeltachta a chinntiú.

Téamaí Straitéiseacha

Leagtar amach anseo thíos achoimre ar na beartais agus ar an gcur chuige atá riachtanach chun an Ghaeilge a chur chun cinn agus le fiontraíocht agus fostaíocht a fhorbairt sa Ghaeltacht sa tréimhse dhúshlánach atá romhainn.



Vision for 2020

Two over-arching themes underpin and guide this strategy: the Irish Language and Innovation and Enterprise. These themes are fundamental to the strategy which underpins our *raison d'être*, that is, the development of a vibrant, successful, sustainable Gaeltacht community and economy, thereby ensuring the position of the Irish language as the primary community language of the Gaeltacht.

Strategic Themes

Below is a summary of the policies and actions necessary to promote the Irish language and to develop enterprise and employment in the Gaeltacht in the challenging period ahead.

Téama 1:

Tacú le hacmhainní teanga, pobail agus cultúrtha agus forbairt a dhéanamh orthu.

An Ghaeilge agus pobal na Gaeltachta a chur chun cinn agus a threisiú chun pobail labhartha Ghaeilge níos láidre a chothú. An Ghaeltacht a neartú agus a shaibhriú.

SPRIOCANNA

- Tacáíocht a thabhairt do chainteoirí Gaeilge sa Ghaeltacht agus iad a chothú;
- Pobal na Gaeltachta a chumasú lena gcuid acmhainní a fheabhsú agus a fhorbairt;
- Áisitheoireacht a dhéanamh chun struchtúr an tsoláthair oideachais a láidriú sa Ghaeltacht;
- Feasacht a ardú trí chumarsáid a dhéanamh le tuismitheoirí faoi oideachas trí Ghaeilge;
- Na healaíona traidisiúnta agus comhaimseartha a chothú agus na deiseanna forbartha agus an rochtain atá ag pobail Gaeltachta ar na healaíona a mhéadú.

Theme 1:

Support and develop language, community and cultural resources

Promote and strengthen the Irish language and the Gaeltacht community in order to foster stronger Irish-speaking communities. Strengthen and enrich the Gaeltacht.

OBJECTIVES

- To support and foster Irish speakers in the Gaeltacht;
- To empower the Gaeltacht community to develop and improve its resources;
- To facilitate the strengthening of the Gaeltacht education provision structure;
- To raise awareness in relation to Irish-medium education through communicating with parents;
- To foster the traditional and contemporary arts and to increase opportunities for development and access to the arts by Gaeltacht communities.

Buntáscairí Feidhmíochta

- Gníomhú i gcomhar leis na pobail Ghaeltachta le pleananna teanga ag leibhéal an phobail a réiteach sna 26 Limistéar Pleanála Teanga agus sna 3 Bhaile Seirbhíse Gaeltachta faoi mar atá leagtha síos in Acht na Gaeltachta, 2012;
- Anailís breise a dhéanamh chun teacht ar bhunlíne maidir le líon reatha na gcainteoirí Gaeilge sa Ghaeltacht ionas gur féidir gníomhú chun é seo a mhéadú 25% faoi 2030;
- Tacú le 31 eagraíocht pobail sa Ghaeltacht trí chlár maoinithe leanúnach a chur ar fáil dóibh agus tríd íosmhéid de 3 chruinniú sa bhliain a réachtáil leo le hathbhreithniú a dhéanamh ar a bplean oibre agus chun aiseolas a fháil uathu faoina gcuid riachtanas;
- Clár oiliúna bliantúil a chur i bhfeidhm do rannpháirtithe na scéimeanna fostaíochta pobail, scéimeanna TÚS agus na scéimeanna sóisialta tuaithe chun cabhrú le 15% acu, ar a laghad, fostaíocht lánaimseartha a fháil faoi dheireadh a dtréimhse ar an scéim.

Key Performance Indicators

- To support Gaeltacht communities in preparing language plans at community level in 26 Language Planning Areas and 3 Gaeltacht Service Towns as set out under the Gaeltacht Act, 2012;
- To conduct additional analysis with a view to establishing a baseline of the current number of Irish speakers in the Gaeltacht in order to increase this by 25% by 2030;
- To provide support to 31 Gaeltacht community organisations through a continuous funding programme and running 3 meetings per year to review their work plan and to obtain information on their requirements;
- To implement an annual training programme for participants on community employment schemes, TÚS schemes and rural social schemes in order to assist a minimum of 15% of participants find full-time employment by the end of their period on the scheme.

Tá sé mar fhís ag an Údarás ‘go ndéanfar forbairt ar an nGaeltacht mar cheann scribe turasóireachta atá aitheanta go hidirnáisiúnta mar cheantar uathúil ina ndéantar ceiliúradh agus forbairt ar acmhainn nádúrtha na teanga, an chultúir, na timpeallachta agus na hoidhreachta.’ Tríd an **Scéim Forbartha Bainistíochta Turasóireachta** tabharfar tacaíocht do réimse tograí straitéiseach turasóireachta Gaeltachta chun cabhrú leis na tograí sin cur lena gcumas bainistíochta, margaíocht, forbartha agus feidhmiúcháin. Tá sé tábhachtach d’earnáil

na turasóireachta sa Ghaeltacht go mbeidh léiriú ar theanga, ar chultúr, ar thimpeallacht agus ar oidhreacht shaibhir na Gaeltachta mar ghné lárnach i bhforbairt na dtáirgí, seirbhísí agus na hacmhainní atá riachtanach chun an oiread de luach eacnamaíochta agus fostaíochta a shaothrú chun tairbhe na bpobal áitiúil. Chomh maith leis sin tá sé riachtanach go mbeadh na scileanna bainistíochta turasóireachta cuí agus ábhartha ar fáil sa Ghaeltacht chun an tairbhe is fearr a bhaint as an acmhainn luachmhar turasóireachta atá ann.



STRATEGIC PROJECTS: Tourism Management Development Scheme

It is Údarás na Gaeltachta’s vision that ‘the Gaeltacht is developed as a tourism destination which is recognised internationally as a unique area where the natural resources of the language, culture, environment and heritage are developed’. The **Tourism Management Development Scheme** will support a range of strategic tourism projects in the Gaeltacht to assist those projects to add to their management, marketing, development and administrative capabilities. It is important for the

tourism industry in the Gaeltacht that language, culture and the landscape including the rich Gaeltacht heritage is displayed as a central aspect of the development of products, services and the resources that are required to maximise the economic and employment benefit to the local communities. It is essential also that the relevant and appropriate tourism management skills are available in the Gaeltacht in order to realise the benefits of the valuable tourism resource the Gaeltacht represents.

Téama 2: Nuálaíocht a chothú agus fiontraíocht a mhéadú

Cultúr láidir, nuálaíoch agus fiontar-bhunaithe a fhorbairt, le deiseanna fiontraíochta a chruthú a dhéanfaidh cumasú ar lucht saothair na Gaeltachta. Beidh fócas faoi leith ar úsáid a bhaint as réimse leathan acmhainní nádúrtha na Gaeltachta le forbairt inbhuanaithe a spreagadh.

SPRIOCANNA

- Tacú le fiontair láidre nuálaíocha, a chruthóidh agus a chothóidh fostaíocht agus deiseanna nua fiontraíochta sa Ghaeltacht;
- An bhunsraith fhiontraíochta a bhuanú agus forbairt, trí thacú le comhlachtaí nua agus comhlachtaí seanbhunaithe a gcuid gnó a fhás agus a láidriú;
- Deiseanna nua d'earnálacha straitéiseacha na Gaeltachta a aithint agus a fhorbairt (ina measc earnáil na mara, fuinnimh inathnuaite, turasóireacht agus fiontair shóisialta);
- Éascú a dhéanamh chun bonneagar riachtanach a sholáthar le huasmhéadú a dhéanamh ar acmhainní fiontraíochta na Gaeltachta;
- Feachtas feasachta agus margaiochta a fhorbairt chun infheistíocht bhreise agus daoine a mhealladh chun na Gaeltachta le béim faoi leith ar bhranda na Gaeltachta;
- Forbairt scileanna agus infhostaitheachta sa Ghaeltacht trí thacú le cláir oiliúna, oideachais agus cláir do phrintisígh;
- Infreastruchtúr fiontraíochta a fhorbairt.

Theme 2: Foster innovation and increase enterprise

Develop a strong, innovative, enterprise-led culture to create enterprise opportunities that will empower the Gaeltacht work force. There will be a particular focus on using a wide range of the Gaeltacht's natural resources to promote sustainable development.

OBJECTIVES

- To support strong, innovative enterprises which will create and foster employment and new enterprise opportunities in the Gaeltacht;
- To preserve and develop the enterprise base, by supporting new and established companies so that they may grow and strengthen their business;
- To identify and develop new opportunities for the Gaeltacht's strategic sectors (including the marine sector, renewable energy, tourism and social enterprises);
- To facilitate the provision of essential infrastructure in order to maximise the enterprise capacity of the Gaeltacht;
- To develop an awareness and marketing campaign to attract additional investment and people to the Gaeltacht with particular emphasis on the Gaeltacht brand;
- To develop skills and employability in the Gaeltacht by supporting training, education and apprenticeship programmes;
- To develop enterprise infrastructure.

Buntáscairí Feidhmíochta

- 1,500 post nua a cheadú thar thréimhse na straitéise seo;
- Tacú le 8,000 post lánaimseartha atá cruthaithe agus buanaithe i gcliantchomhlachtaí;
- Ardú 10% a chur le líon na gcliantchomhlachtaí atá i mbun easpórtála;
23 aonad fiontraíochta/mol digiteach d'ardchaighdeán a fhorbairt do chomhlachtaí nuálacha agus chun tacú le cianoibrithe.
- Taighde a dhéanamh ar earnáil na feamainne sa Gaeltacht le táirgí breisluacha a aithint agus tuarascáil a ullmhú dá réir;
- Plean Gníomhaíochta d'Acmhainní Nádúrtha na Gaeltachta a fhorbairt agus a chur i bhfeidhm lena n-áirítear turasóireacht, acmhainní mara, fuinneamh in-athnuaithe agus acmhainní cultúrtha;
- Plean cuimsitheach d'fhorbairt Lárionad Mara ag Páirc na Mara, Cill Chiaráin a bheith curtha i bhfeidhm;
- Easpórtáil agus díolacháin na gcliantchomhlachtaí a mhéadú 20%;
- Caiteachas na gcliantchomhlachtaí ar Thaighde agus Forbairt a mhéadú 15%;
- Monatóireacht rialta a dhéanamh ar phleananna gníomhaíochta sonracha Gaeilge na gcliantchomhlachtaí lena chinntiú go bhfuiltear á gcur i bhfeidhm;
- Feachtas margaióchta agus poiblíochta faoin nGaeltacht mar ionad gnó, fiontair, turasóireachta srl a chur i bhfeidhm.

Key Performance Indicators

- Approval of 1,500 new jobs over the lifetime of this strategy;
- Support 8,000 full-time jobs created and retained in client companies;
- Increase the number of client companies engaged in exports by 10%;
- Development of 23 high-quality enterprise units/digital hubs for innovative companies and for supporting remote workers.
- Research the Gaeltacht seaweed sector to identify value-added products and prepare a report;
- Develop and implement the Gaeltacht Action Plan for Natural Resources which would include tourism, marine resources, renewable energy and cultural resources;
- Implementation of a comprehensive plan for the development of the Marine Innovation Park at Páirc na Mara, Cill Chiaráin;
- 20% increase in client company exports and sales;
- 15% increase in client company Research and Development expenditure;
- Regular monitoring of specific Irish language action plans for client companies to ensure their implementation;
- Implementation of a marketing and publicity campaign for the Gaeltacht as a centre of business, enterprise, tourism etc.

Luachanna

Is iad bunluachanna na heagraíochta an dúshraith ar a bhfeidhmíonn muid. Tá siad lárnach dár gcuid oibre, don chaoi a ndéanaimid caidreamh agus sa bhealach a dtéann muid i ngleic leis na dúshláin. Cabhraíonn siad linn ár dtreo straitéiseach a aimsiú agus cuidíonn siad linn ár gcuspóirí a bhaint amach. Tugann siad creat dúinn lenár bpolasaithe agus ár n-aidhmeanna a chur i gcrích. Is iad sin:

- **Ceannaireacht:** ag tabhairt ceannaireachta i bhforbairt gheilleagair, shóisialta agus chultúrtha na Gaeltachta;
- **Fócas Pobail:** ag obair le pobail Ghaeltachta lena chinntiú go bhfuil ár n-aidhmeanna agus ár bpolasaithe ag teacht lenár gcuid riachtanas;
- **Nuálaíocht:** ag spreagadh fiontraithe agus taighde agus forbairt maidir le coincheapa nua ag leibhéil riaracháin, ghnó agus fhorbartha pobail;
- **Inbhuanaitheacht:** ag cur forbairt inbhuanavkhithe chun cinn chun timpeallacht agus cultúr sainiúil na Gaeltachta a shaibhriú;
- **Luach ar Airgead:** ag léiriú úsáid éifeachtach ar acmhainní airgeadais agus daonna;
- **Comhoibriú le geallsealbhóirí eile:** ag forbairt comhpháirtíochtaí, comghuaillíochtaí agus gréasáin ar mhaithe le hiarrachtaí comhordaithe leis an gcaighdeán oibre agus sóisialta do phobail Ghaeltachta a fheabhsú.

Values

The key values of the organisation are the foundation upon which we operate. They are central to our work, the way we interact, and the way we respond to challenges. They help us to identify our strategic direction and achieve our targets. They provide us with a framework within which to implement our policies and aims. These are:

- **Leadership:** leading the economic, social and cultural development of the Gaeltacht;
- **Community Focus:** working with Gaeltacht communities to ensure our aims and policies are in line with their requirements;
- **Innovation:** fostering entrepreneurs and research and development in relation to new concepts at organisational, business and community development levels;
- **Sustainability:** promoting sustainable development to enrich the distinctive environment and culture of the Gaeltacht;
- **Value for Money:** demonstrating effective use of financial and human resources;
- **Cooperation with other stakeholders:** developing partnerships, alliances and networks to enable coordinated efforts towards the improvement of social and professional life in the Gaeltacht community.





Seachadadh na Straitéise

Feidhmiú

Déanfar pleananna feidhmiúcháin bliantúla a ullmhú do na réigiúin fheidhmeacha ina bhfuilimid lonnaithe, bunaithe ar na téamaí lárnacha atá aitheanta sa straitéis. Cuirfidh na pleananna bliantúla seo ar ár gcumas cúinsí athraitheacha a chur san áireamh i saolré na straitéise.

Déanfaidh an fhoireann bhainistíochta, faoi stiúir an Phríomh-fheidhmeannaigh, cur i bhfeidhm na Straitéise a mheasúnú agus a athbhreithniú. Tabharfaidh an fhoireann bhainistíochta aird ar leith ar mhonatóireacht, ar dhul chun cinn an phlean agus ar bhaint amach na spriocanna mar chuid dá ról straitéiseach agus cuirfear tuairisc bhliantúil ar fáil do Bhord an Údaráis.

Spriocanna agus Príomhtháscairí Feidhmíochta

Leagfar amach clár oibre ar leith do gach gníomh atá leagtha amach sa straitéis. Déanfar an clár oibre seo a leagan síos i gcomhar le bainisteoirí aonair agus le feidhmeannaigh in Údarás na Gaeltachta agus aontófar é leis an bPríomhfheidhmeannach. Ainmneoidh an clár feidhmiúcháin bainistíochta na hacmhainní a bheidh riachtanach chun an clár oibre a

Delivering the Strategy

Implementation

Annual implementation plans based on the central themes identified in the strategy will be prepared for the operational regions in which we are located. These annual plans will enable us to take changing factors into account during the lifetime of the strategy.

Assessment and reviews of the implementation of the Strategy will be carried out by the management team under the direction of the Chief Executive. The management team will pay particular attention to monitoring, to the progress of the plan, and to the realisation of targets as part of their strategic role and an annual report will be submitted to the Board of Údarás na Gaeltachta.

Targets and Key Performance Indicators

A specific programme of work will be agreed for each action set out in the plan. This programme will be developed in conjunction with individual managers and executives in Údarás na Gaeltachta and will be agreed with the Chief Executive. The implementation management plan will identify the resources necessary for implementing the work

fheidhmiú agus cuirfear na tosaíochtaí seo a leanas san áireamh:

- Cuspóirí agus torthaí ionchais gach gníomh;
- Spriocanna do gach gníomh, spriocanna nó acmhainní maoinithe san áireamh;
- Amlínte sonracha;
- Príomhtháscairí feidhmíochta (ETFnna) a úsáidfear le measúnú agus dul chun cinn a mheas.

Monatóireacht agus Measúnú

Tá sé mar aidhm ag Údarás na Gaeltachta feidhmiú mar eagraíocht éifeachtúil, éifeachtach agus rathúil sa ghearrthéarma, sa mheántéarma agus san fhadtéarma. Dá bhrí sin, tá sé tábhachtach go ndéanfaí monatóireacht agus athbhreithniú leanúnach ar an straitéis, gur treochlár é, lena chinntiú go leanfaidh an eagraíocht an treo ceart i rith 2018–2020. Mar bhuntáiste breise don phróiseas monatóireachta agus measúnaithe leanúnaigh, tiocfaidh eolas luachmhar agus ábhar nua

chun cinn maidir le feidhmiú an Údaráis ar bhonn rialta.

Titfidh an fhreagracht maidir le cur i bhfeidhm na Straitéise ar an bPríomhfheidhmeannach. Beidh an fhoireann bhainistíochta, i gcomhar le feidhmeannaigh agus foireann an Údaráis, freagrach as gach cuspóir, sprioc agus toradh a bhaint amach.

Cuirfidh an Coiste Pleanála Straitéisí, atá i bhfeidhm cheana, tuairisc ar fáil don fhoireann Ardbhainistíochta gach ráithe faoi chur i bhfeidhm an phlean agus cuirfear tuairisc bhliantúil ar fáil do Bhord an Údaráis.

Mar chuid den mhonatóireacht agus den mheasúnú a dhéanfar ar an straitéis, féachfar conas mar atá an plean ag feidhmiú, i bhfianaise na spriocanna a bhí leagtha síos, agus an féidir torthaí níos fearr agus níos éifeachtaí a bhaint amach ar bhealaí nua.

Mar chuid den mheasúnú, déanfar athbhreithniú ar cibé acu an bhfuil, nó nach bhfuil, a ndóthain acmhainní ar fáil d'fheidhmeannaigh an Údaráis, is é sin acmhainní daonna, maoiniú, trealamh, áiseanna, oiliúint, srl. leis na spriocanna atá leagtha amach sa phlean a bhaint amach. Bunófar an cur chuige ar na hacmhainní a bheidh ar fáil don eagraíocht.

programme and will include the following priorities:

- The objectives and expected results for each action;
- Targets for each action, including funding targets or resources;
- Specific timelines;
- Key Performance Indicators (KPIs) that will be used for the purpose of assessing and measuring progress.

Monitoring and Assessment

It is Údarás na Gaeltachta's aim to function as an efficient, effective and successful organisation in the short, medium and long-term. Therefore, it is important to continuously monitor and review the strategy, as a roadmap, to ensure the organisation follows the correct path throughout 2018–2020. An added advantage of the continuous monitoring and assessment process is that valuable information and new material will emerge in relation to An tÚdarás operations.

The Chief Executive will be responsible for the overall implementation of the Strategy. The management team, in cooperation with An tÚdarás executives and staff, will be responsible for achieving each objective, aim and result.

A Strategic Planning Committee, which is already in place, will submit a quarterly report to senior management regarding the implementation of the plan and an annual report will be submitted to the Board of An tÚdarás.

As part of the monitoring and assessment of the strategy, implementation of the plan will be looked at in light of the objectives set out, and whether better, more effective results may be achieved by different means.

As part of the assessment, a review will be conducted to identify whether or not there are sufficient resources available to Údarás executives, e.g. human resources, funding, equipment, facilities, training, etc. to achieve the objectives set out in the plan. Implementation of the strategy will be based on the resources available to the organisation.

